

Title: Strategic Plan for the Miami-Dade Public Library System

This document has been posted as a Future Solicitation and is subject to changes.

2.0 SCOPE OF SERVICES

2.1 Background

MDPLS seeks contractor with proven experience delivering strategic plans to large and complex library systems to develop a five (5) year strategic plan, to ensure that MDPLS's services and resources are built around the themes that emerge from an investigation of stakeholders' primary needs. The project will result in a final product, a polished professional marketing tool that incorporates all findings, background, and acknowledgements, as well as MDPLS-created Goals, Objectives, Actions and Outcomes.

MDPLS expects this planning process to be highly participatory and driven by MDPLS. The process will include Library staff, residents, County officials, Library support and advocacy groups, community groups, and diverse stakeholders to collect data, receive input, ideas, and reactions. The Selected Proposer will focus on the gathering and analysis of external factors and will assist, as needed, with internal process.

2.2 Tasks and Deliverables

The selected Proposer shall:

- Establish methodology for, and conduct a survey and assessment of, community needs that will inform the strategic planning process to include a variety of feedback formats that reach users and non-users. Findings from this process should include:
 - How current Library customers use the libraries;
 - How well the Library is currently meeting the community's needs for library services;
 - Customer opinions regarding priorities for Library programs and services;
 - Conditions in the community that reveal areas in which the Library can have a positive impact (possibilities include job readiness/job skills development, participation in neighborhood associations and/or civic organizations, reading proficiency of third grade students, new business startups, households in which English is not spoken, rate of community aging, etc.).
- Meet with MDPLS staff, as necessary, to obtain detailed information about workflow, priorities, issues, and service methodologies that embody the current services provided.
- Identify the key programs and services that are highly valued by the Miami-Dade community.
- Gain an understanding of why people do not use the Library system and identify potential methods to address the causes.
- Identify opportunities to improve customer service and program offerings.
- Analyze the balance between technology and other services in relationship with the desires of the community, and determine how MDPLS may leverage limited funding to provide Library patrons with the best combination of services.
- Gauge the public's desire for physical improvements to Library facilities, and determine priorities for desired improvements.
- Determine current use and project future demand as affected by community needs, opportunities, future technology trends, public library trends, and best practices.
- Review and assess current Library services and programs, focusing on community needs, trends in technology, and community organizations that supplement, support, and complement library services.
- Collaborate and communicate with the Strategic Planning Team, or designated staff, at all points of the process, conducting status meetings, in person or by telephone, as requested by the Strategic Planning Team (at least one a month).
- Provide Edge Assessment of the Library's technology preparedness and offerings.
- Utilize the work of the Mayor's Blue Ribbon Task Force to further inform their analysis.
- Work with the MDPLS as it formulates its Goals, Objectives, Actions and Outcomes. Provide an informed external and unbiased perspective to the MDPLS as it identifies gaps between current operations, resources,

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- facilities, and services and the needs and desires identified in the community and stakeholder feedback to ensure that these gaps are addressed in the process.
- Create and deliver the final product, a polished professional marketing tool that incorporates all findings, background, acknowledgements, and the created Goals, Objectives, Actions and Outcomes. The final product shall be delivered in a variety of forms to enable printing, website posting, and use in social media:
 - To accommodate all printers, the delivered documents will be designed utilizing Adobe In-design. Images and fonts utilized will need to be provided separately. Images, must be saved in "Tif" format and converted to CMYK. All color utilized in the documents must be in CMYK format. From the Adobe In-design file, the Library will convert to PDF for posting. The images and fonts provided separately, will allow the Library to use them in future PowerPoint presentations, or other promotional pieces that might be needed.
 - For social media, all images should be delivered as jpegs.
 - For Facebook
 - Image should have no more than 20% text
 - Link image – 1200 x 627 pixels
 - Shared image – 1200 x 900 pixels
 - For Instagram
 - 1080 x 1080 pixels
 - Provide an Executive Summary of the Strategic Plan document. The document should be contained to a 12" x 18" format which is a 11" x 17" (tabloid) with bleeds and should be just one sheet of paper front and back with simple folds (e.g. monthly program of events) for in-house printing.

The MDPLS, with the assistance of the Selected Proposer, will:

- Review the current and possible future external trends identified by Selected Proposer, to identify the factors most likely to have a significant positive or negative impact on libraries in the next five (5) to ten (10) years.
- Identify the service priorities, goals, objectives, and activities, based on the Selected Proposer's findings, to meet community needs for the next five (5) years.
- Develop an inspiring and enduring Mission Statement.
- Using the analysis and feedback of the Selected Proposer, identify desired outcomes for improvements or changes in focus that will allow MDPLS to better serve the Miami-Dade community.
- Identify prioritized Strategic Goals that will allow MDPLS to achieve the identified Outcomes during the next five (5) years.
- For each Strategic Goal, develop a set of Objectives for which progress can be measured to determine how MDPLS is progressing toward achieving that Goal.
- For each Objective, develop actions that MDPLS can take to begin implementing that Objective- these action plans will be updated on an annual basis.
- Provide the Goals, Objectives, Actions and Outcomes component of the final Strategic Plan to the Selected Proposer for inclusion in the finished product.
- Provide written progress reports to the MDPLS Director, outlining work accomplished on a regular basis (monthly minimum).

2.3 Friends of the Miami-Dade Public Library

Friends of the Miami-Dade Public Library, also known as The Friends, is a non-profit organization that advocates on the Library's behalf. The selected Proposer is encouraged to pursue an independent, but simultaneous strategic planning process with the organization.

2.4 Additional Services

The County may require additional services from the Selected Proposer. Additional services shall be related to the services specified herein. The specifics of the work and price for these additional services shall be negotiated by the County and the Selected Proposer.